

Miami Dade County HOMELAND SECURITY BRIEFING BOOK 2004-2005





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I. INTRODUCTION

Miami-Dade County, anchored by its seaport and airport, remains the North American gateway to Latin America and the Caribbean. The County is represented by over 2 million residents and continues to stand as the meeting ground for numerous multinational businesses and banks. Because of these unique qualities, Miami remains a high-risk threat area of terrorism. In addition to producing mass casualties, an attack on the County can damage critical infrastructure, disrupt essential services, and cause severe nationwide economic loss.

Miami-Dade County's Comprehensive Emergency Management Plan encompasses an all hazards approach to preparedness and protection of our community. As part of the approach, the County has developed a Domestic Preparedness Strategy (DPS) built on the National Strategy for Homeland Security and the State of Florida's Domestic Security Strategy. The DPS assesses the County's local ability to meet state and federal identified homeland security objectives. Miami-Dade County's funding of homeland security is allocated strategically to achieve the following goals:

Goal 1: Preparedness - achieve a readiness posture that reduces the impact of terrorism

Goal 2: Response - meet the community's terrorism response needs

Goal 3: Recovery – utilize resources to facilitate the community's recovery from terrorism disasters

Goal 4: Mitigation - reduce the community's vulnerabilities to terrorism hazards; prevent the occurrence of avoidable incidents

The County, with cooperation from its municipalities, has produced an extensive list of projects that are based on the assessment of threats and vulnerabilities (Appendix A). The prioritized projects, rated according to a guideline rating system, are highlighted within this book. To date, Miami-Dade County has approximately \$280 million in homeland security needs, while its municipalities have approximately \$9 million in homeland security needs. Less than 12 percent, or \$80 million, of all county funding applied for from state and federal governments over the past three years has been received.

The County's progress in utilizing funds over the past year includes training first responders, educating the community on terrorism and obtaining much needed disaster response equipment. Homeland security priorities for the 2004-2005 fiscal year include funding projects such as: securing the Port (Seaport Department, \$7 million) and guarding against the threat of terrorism for the County's drinking water (Water & Sewer Department, \$85 million).

This report serves as an overview of the impact Miami-Dade County has on the state and national economy, the County's progress to date, and an overview of how the County will move forward with homeland security initiatives. However, to move forward it is imperative that additional funding is acquired to maintain the highest level of security for the community, visitors and government.

II. THE COUNTY'S ECONOMIC SIGNIFICANCE

Population/Size

With a resident population of more than 2.3 million people living in 35 municipalities and the unincorporated area, Miami-Dade County comprises an area in excess of 2,200 square miles¹; larger than the states of Rhode Island and Delaware, and larger in population than 17 states. Miami-Dade is one of the most diverse major counties in the nation; more than half of the County's residents are foreign born.²

Economy

Miami-Dade County's economy, at \$75 billion Gross County Product³ is larger than that of 70 countries. The tourist industry is the County's number one moneymaker, employing approximately 14 percent of the labor market and injecting \$13.5 billion into the local economy each year⁴. Miami experiences more than 10 million overnight visitors from Europe, Latin America, North America and Asia⁵ yearly.

Miami-Dade stands at the intersection of the Americas and the world, and is the meeting ground for 1,250 multinational businesses including Apple, Oracle Corp., IBM, Clorox, Burger King and Porsche. Fifty-four percent of all U.S. trade with Central America flows through Miami. Almost \$50 billion worth of trade flowed through the Miami Customs District in 2002

MIAMI-DADE COUNTY QUICK FACTS	
Population/Size	<ul style="list-style-type: none">• 2.3 million residents; 2,200 square miles; 34 municipalities
County Government	<ul style="list-style-type: none">• \$6 billion County budget
Economy	<ul style="list-style-type: none">• \$75 billion Gross County Product• \$54 million in trade with Central America• 10 million overnight visitors a year
Banking	<ul style="list-style-type: none">• 100 commercial banks• \$67.2 billion in deposits
Transportation	<ul style="list-style-type: none">• Home to Florida's largest port, with 8 million tons of cargo and 3.3 million cruise ship passengers in one year• Home to 3rd largest airport with international passenger traffic in U.S.
Health Care	<ul style="list-style-type: none">• 28 hospitals; 32,000 licensed health care professionals• Home to the 2nd largest public hospital in the nation

The County operates on a budget of more than \$6 billion. Serving the community are the largest police and fire rescue departments in the southeast region of the United States. The County is also home to the 4th largest school district in the nation, with 340 public schools serving 370,000 students. Miami-Dade schools boast the largest magnet program in the United States⁶. A new grant program, totaling \$1 million, accepted by the School Board in November 2004, will improve public school security across Miami-Dade County. A \$3 million grant was also received through the U.S. Department of Education to promote academic achievement by implementing small, safe, and successful learning environments in large public high schools⁷.

Banking

Miami-Dade County is home to the largest concentration of domestic and international banks on the East Coast south of New York City. Approximately 100 commercial banks, thrift institutions, foreign bank agencies, and Edge Act banks have facilities here, with more than \$67.2 billion in total deposits⁸.

Transportation

With the third highest international passenger traffic in the United States, Miami International Airport (MIA) is the “Hub of the Americas”, serving as a vital gateway between the United States and Latin America. MIA ranks first among U.S. airports for international freight and third for international cargo. More than 100 airlines flew over 30 million passengers last year. The bustling airport is in the process of a \$5 billion expansion program. MIA's economic impact on Miami-Dade County is approximately \$18.6 billion⁹. The Miami-Dade Aviation Department dedicates over \$27 million annually to the security of Miami International Airport (police and security operations) and \$36 million annually to the safety of aircraft and MIA's patrons (fire, airside, terminal and landside operations).



The Dante B. Fascell Port of Miami-Dade (Port of Miami), serves as Florida's largest port and saw 3.6 million passengers travel on cruise ships last year. The Port is homeport to 18 cruise ship companies. Approximately eight million tons of cargo passes through the port each year, with a five-year \$171 million capital improvement program under way. The Port's fiscal health is important to the local economy, contributing in excess of \$8 billion annually and supporting more than 45,000 jobs directly and indirectly¹⁰. Miami-Dade spends more than \$11.5 million annually to protect the Port. The Miami River is Florida's 5th busiest cargo port and

terminates at MIA posing a significant vulnerability to the airport and surrounding infrastructure¹¹.

Miami-Dade County has a comprehensive transportation network, designed to meet the needs of residents, travelers and businesses. Along with Metro buses, the system is comprised of Metromover and Metrorail. The rail system in Miami-Dade is the largest rail system in the state and among the largest in the nation composed of Tri-rail, AMTRAK, and Metro rail. Miami-Dade County Transit has a total annual ridership of over 164 million passengers¹². Miami-Dade County spends more than \$15 million each year to protect its transportation infrastructure: Tri-rail, AMTRAK, and Metrorail.

Health Care

Miami-Dade County has the largest concentration of medical facilities in Florida, with 28 hospitals and more than 32,000 licensed health care professionals. The University of Miami Jackson Memorial Medical Center, the second-largest public hospital in the nation, forms the hub of the region's medical centers, which includes world-renowned specialized facilities¹³.

III. POTENTIAL TARGETS OF TERRORISM

Various institutions and events, worldwide, have been targets of terrorism in the past and are still considered potential targets today. Miami-Dade County has local targets that are concerns based on assessed vulnerability. While Miami-Dade County enjoys over 20 miles of sandy white beaches, over 645 miles of our boundary is comprised of tidal coastline; one of the largest open borders (by sea) in the nation. Miami-Dade County's unique vulnerabilities and high profile targets also include the following:

POTENTIAL TARGET Government Facilities	<ul style="list-style-type: none">• The County is home to several U.S. operations, including: Secret Service Headquarters Office, U.S. Attorneys Office, Regional Office of the U.S. Dept. of Homeland Security, U.S. Regional Coast Guard Base, Federal Courthouses, and more.• Municipal, County and State buildings remain a possible target.
Transportation Centers	<ul style="list-style-type: none">• The Port of Miami-Dade; The Miami International Airport; Miami River• International flights bound for Miami and other U.S. cities have been canceled for security concerns.
Religious Institutions	<ul style="list-style-type: none">• Over 300 religious organizations and places of worship exist in the area. Several of these religious groups have been targets of terrorism worldwide.
Civic/Political Leaders & Tourist	<ul style="list-style-type: none">• The County is home to 61 foreign consulate offices and 25 foreign trade offices, the most in the State of Florida.• Major tourist attractions, include Miami Beach's Art Deco District, Miami Seaquarium, Monkey Jungle and Parrot Jungle
Public Places, Arenas, Mass Gatherings	<ul style="list-style-type: none">• The County has large public arenas with frequent mass gatherings at American Airlines Arena, Pro Player Stadium, Orange Bowl and the Miami Arena.• The County annual hosts the Orange Bowl and numerous National Football League Bowls; The Super Bowl XXXXI is slated for Miami in 2007. The Florida Marlins hosted two World Series in the past six years. The County hosted many high-profile international events including the Summit

of the Americas and the Free Trade Area of the Americas conference in November 2003.

**Schools &
Educational
Facilities**

- The County has 340 public schools serving over 370,000 students. Many of the charter schools offer an International Studies program in cooperation with several consulates.

**Banks &
Financial
Institutions**

- The County is home to over 100 commercial banks, thrift institutions, foreign bank agencies and Edge Act banks.

**Electric Power
Plants & Water
Treatment Plants**

- The Miami-Dade County Water and Sewer Authority is sixth largest public utility in the United States.
- Turkey Point Nuclear Power Plant, operated by Florida Power and Light (FPL), is the largest electric utility in Florida, serving about half of the population of Florida.

IV. PROGRESS REPORT

Over the past year, Miami-Dade County has amassed numerous tools and resources to better prepare for a terrorist attack. The County continues to work closely with myriad disaster response partners in order to improve and coordinate planning, mitigation, response, and recovery activities. This focused, prioritized approach results in a more effective readiness and response system. The following is a highlight of some of the things we have accomplished over the past year:

- **Pursuit of Grant Dollars-** To date, Miami-Dade County has applied for \$646 million in grant funding requests over the past three years and approximately 12 percent or \$80 million dollars of state and federal grants have been received. The homeland security needs for this fiscal year are \$280 million. The following is a highlight of homeland security grants coordinated throughout the County:

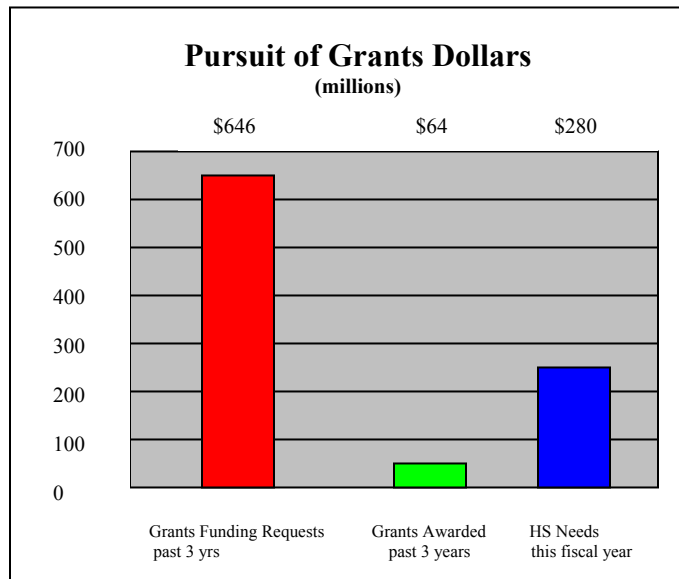
- **Urban Areas Security Initiative (UASI) Grant:** The UASI grant awarded \$48 million dollars to the City of Miami and Miami-Dade County to train and equip first responders for events involving weapons of mass destruction. Miami-Dade County is receiving \$16 million dollars in UASI funds for fiscal years 2003-2005. Currently, each of the first responder agencies are at different stages of procurement.

- **State Homeland Security Grant Program (SHSGP):** The County's Office of Emergency Management obtained \$1.1 million in SHSGP funds to conduct vulnerability assessments for facilities storing hazardous materials and to harden the County's Emergency Operations Center.

- **Regional Domestic Security Task Force (RDSTF) Infrastructure Grant:** The OEM

coordinated identification of several facilities in Miami-Dade in need of infrastructure hardening. An RDSTF grant totaling approximately \$112,000 was awarded.

- **Dante B. Fascell Port of Miami-Dade Homeland Security funds:** The County was awarded \$425,000 in federal funds for security enhancements at the Port of Miami. The grant will contribute to important security upgrades such as surveillance equipment, access controls to restricted areas, communications equipment, and the construction of new command and control facilities.



- **National Incident Management System (NIMS)**- Homeland Security Presidential Directive 5, Management of Domestic Incidents, directs the Secretary of Homeland Security to develop and administer NIMS in order to provide a consistent nationwide approach to responding to domestic incidents regardless of cause, size, or complexity.

Fiscal Year 2005 is a start-up year for NIMS implementation and full compliance with NIMS is not required to receive FY 2005 grants. The federal government has not determined the standards and guidelines for compliance. The County's Office of Emergency Management has moved forward and trained every staff member on the Incident Command System (ICS) and NIMS principles and policies. We anticipate rolling out additional training to county first responders throughout the course of the coming year.

- **Community Outreach and Educational Campaign-** Miami-Dade County is undergoing a transitional phase in its community outreach and educational campaign. The County has developed a proactive outreach program and educational program by creating events for the public instead of waiting for the public to request events. In addition to continuous speaking engagements, the following is a highlight of the current projects to enhance the community's preparedness on homeland security issues:

- Homeland Security website (www.miamidade.gov/homeland) was created through a partnership spearheaded by the Manager's Office and the Communications Department and coordinated with all county public safety departments. The site features an on-line newsletter that provides information regarding the Community Emergency Response Team (CERT) program. The CERT program is creating an online CERT skills assessment game.
- Through a Local Mitigation Strategy (LMS) pilot program, the LMS committee created the Home Free USA board game to help educate students on topics regarding homeland security.
- The CERT program has a full schedule of training classes this year. The CERT program is developing plans for CERT City (see Appendix A), which will provide a permanent site of reproduction/simulation of residential and commercial buildings with various degrees of damage. CERT City will be a hands-on training facility to prepare CERT members to respond to the threats and aftermath of disasters. CERT City will be the first of its kind in the nation, and the County is pursuing funding for the project through grants and private donations.



CERT Drill, 2004

- **County Training, Exercises and Educational Campaign-**

First Responder Training: On May 21, 2003, Miami-Dade Fire Rescue Department (MDFR) along with more than 100 other agencies from Monroe, Miami-Dade, Broward, and Palm Beach counties, participated in the Southeast Florida RDSTF full-scale weapons of mass destruction exercise at Pro Player Stadium. The exercise allowed each of the jurisdictions and disciplines the opportunity to work together in a regional response, as well

as, test individual agency response plans. Scenario #1 was the largest scenario with an explosive device containing Sarin gas detonating in the stands injuring and contaminating sports fans. MDRF played a lead role in this scenario since the event occurred within their jurisdiction. Miami-Dade OEM took a lead role in conducting and developing an after-action report specific to Miami-Dade County agencies in an attempt to evoke change at a local level.

To date, over 4,000 first responders in Miami-Dade County have been trained to at least the awareness level, with many being trained to the operations level and higher since September 11th. The MDRF Urban Search and Rescue Task Force and pre-positioned specialized equipment are maintained in a constant state of readiness to respond. We continue to request funding to maintain all first responder training and equipment.



Pro Player Stadium Drill, 2003

- **Integrated Emergency Management Course (IEMC):** In July 2004, FEMA conducted a simulated training exercise in response to a biological terrorist incident at the Miami-Dade Emergency Operations Center (EOC). Over the four-day training period county departments and private agencies had the opportunity to work together to reinforce procedures and identify areas for improvement. At the conclusion of the exercise, Department of Homeland Security Secretary Tom Ridge came to view the operation and address the participants.
- **Regional Domestic Security Task Force (RDSTF) Exercise:** The RDSTF conducted a tabletop exercise in March 2004 and a full-scale exercise in June 2004. The purpose of the exercise was to give an opportunity to the South Florida region member agencies to test their capabilities in response to a series of terrorist attacks.
- **Dante B. Fascell Port of Miami-Dade Tabletop Exercise:** The County conducted a tabletop exercise with the Port of Miami in November 2004. The tabletop tested the proficiency of facility personnel in assigned security duties at all levels and the effective implementation of the Facility Security Plan. The purpose of the exercise was to: (1) evaluate the Port's response to different security levels by testing Facility Security Plans and (2) evaluate the coordinated emergency response between government agencies and private sector agencies. Participants included several cruise lines, county departments and private sector businesses with operations at the Port.
- **Vulnerability Assessment:** Starting 2004, the County implemented a countywide training program funded by SHSGP for conducting vulnerability assessments on their own critical facilities. The Homeland Security Comprehensive Assessment Model (HLS-CAM) is a tool created by the National Domestic Preparedness Coalition to help local government and businesses work together to prevent terrorist attacks and to minimize the loss of lives and property in the event of an attack. The State of Florida has mandated the use of this assessment tool as one of the conditions to qualify for funds for facility hardening projects. To date, all of the state buildings in Miami-Dade County have completed the assessment.

- **Intelligence Effort-** The Miami-Dade Police Department (MDPD) has a dedicated bureau that actively gathers terrorism intelligence and shares it with the federal, state and local law enforcement communities, as appropriate. During fiscal year 2003-2004, the Miami-Dade Police Department, with the endorsement and support from the Board of County Commissioners' Public Safety Committee, was awarded funding for the purchase of a 53' Unified Command Trailer. With the acquisition of the trailer, the Police Department serves as the host county agency that brings all other county resources together to address critical incidents within a Unified Command structure.
- **Miami River Port Security Plan-** As mandated by the Maritime Transportation Security Act of 2002, Miami-Dade County and the City of Miami collaborated to develop a comprehensive Miami River Port Security Plan. Miami-Dade County and the City of Miami re-submitted its grant for Round 4 of the Port Security Grants; unfortunately, the Transportation Security Administration (TSA) denied this grant request. The Miami River Port Security Planning Committee is now tasked to search for alternative funding sources.
- **Regional Domestic Security Task Force (RDSTF)-** Miami-Dade County has worked closely with the State of Florida in developing a regional approach to domestic preparedness. As a part of Florida's Domestic Security Strategy, seven RDSTFs were implemented to better coordinate and prepare for incidents involving weapons of mass destruction. Miami-Dade County continues to actively participate in the Region VII Southeast RDSTF to share planning successes and coordinate resource management across jurisdictional boundaries.
- **Council for Excellence in Government-** Over the past year Miami-Dade officials have been working with the Council for Excellence in Government's "Homeland Security from the Citizen's Perspective" initiative. In December 2003, County officials were panelists at a workshop on first responder issues in homeland security. The workshop followed with Secretary of U.S. Department of Homeland Security, Tom Ridge, attending a town hall meeting at Miami Dade College. The town hall meeting was a success because it encouraged citizens and leaders to articulate a vision of safe and secure communities, and to identify the communications and actions required to get us there. The County continues to work with the Council on implementing the recommendations published in the report.

V. PRIORITIES FOR FISCAL YEAR 2004-2005

Miami-Dade County's comprehensive Domestic Preparedness Strategy prioritizes funding needs of countywide projects. Projects remain innovative and forward thinking into the preparation, prevention, recovery and mitigation of a terrorist related event. This coming year, the County plans to continue on its path of community outreach, facility vulnerability assessment, personnel training and acquisition of equipment. For example, the County has plans to conduct a drill February 2005 at the Stephen P. Clark Center (SPCC), a major local government center, to help facilitate greater coordination between the various agencies that work in the building.

The \$80 million received by the County since it began tracking its homeland security grants program does not nearly cover the more than \$280 million needed to fund priority projects for this fiscal year. The following projects only touch upon the vast funding needs required to make the community a safer place (see also Appendix A):

Miami Dade Fire Rescue

Project: Partnership for Disaster Education
Cost: \$1,500,000.00
Description: The My Safe City Disaster Preparedness Program is proposed as a multi-phase education program that brings together community members, young and old, to educate them about their role in disaster preparedness. This project will partner with the school system to provide an in-school program that will spend a portion of the day in each classroom and assist in preparing a school wide project organized by the children to put to use what they have learned. An important component to this program is educating people with disabilities about emergency preparedness. **(DPS Objective 4.3)**

Project: Marine Services Fire Rescue Vessel and Enhancement Equipment
Cost: \$ 3,500,000.00
Description: Miami-Dade County is the largest port in the Southeast region, with a high volume of both passenger and cargo ships that use the port daily. Currently there is limited access by land to these vessels, which creates a delay in life saving capabilities. Firefighting capabilities from water would allow Miami-Dade Fire Rescue to support the U.S. Coast Guard and to provide much needed mutual aid to other surrounding agencies.

As an Urban Area Security Initiative (UASI) designated area, water based firefighting capabilities would prevent immediate delays and/or access to areas vulnerable to terrorist attacks. Currently, the only firefighting capabilities from the waterways within Miami-Dade County are the U.S. Coast Guard. However, the U.S. Coast Guard has admitted that they are not equipped to provide fire suppression services (refer to letter of support). The Port of Miami, the Miami River, Biscayne Bay and local waterways are under the jurisdiction of Miami-Dade Fire Rescue; at this time these critical locales; vessels and structures can only be reach by land vehicles.

Equipment such as wet suits will provide abrasion and thermal protection for the department's divers who are exposed to unknown hazards while conducting water rescue operations. The other equipment will provide service in-kind. **(DPS Objective 1.1)**

Office of Emergency Management

- **Project:** **Develop and Construct CERT City**
- **Cost:** **\$3,000,000.00**
- **Description:** Develop and construct and training site for Community Emergency Response Teams (CERT) to include a classroom, a warehouse, and an urban search and rescue environment. The site will be on donated land and will utilize in-kind engineering and construction to offset total costs. (DPS Objective 4.3)

Miami Dade Police Department

- **Project:** **County-Wide Ports, Coastal and Maritime Patrol Initiative**
 - **Cost:** **\$480,000.00**
 - **Description:** The coastal and port areas of Miami-Dade County have a history of vulnerability to illegal human trafficking, importation of drugs and now, the threat of terrorist weapons of mass destruction. Under new Federal Government guidelines, the Miami-Dade Police Department's (MDPD) Marine Patrol Unit (MPU) has had to re-orient itself from a unit that was primarily public-service based to one that has major homeland security responsibilities. The MPU's current fleet of vessels is not designed for the mission that they are now tasked to perform. There is an acute need to replace the current fleet with more capable vessels that would be able to carry out the mandates for increased homeland security. Specifically, two port security vessels are needed to patrol both the Port of Miami and the Port of Miami River. These vessels have to be designed for all-weather operations in order to support the myriad of electronic surveillance equipment that will be required to properly patrol both ports. Both vessels would be equipped to monitor the cameras that survey both areas and would become part of the United States Coast Guard's (USCG) "Home Field Advantage" initiative, which monitors both the port and coastal areas and the incoming ship traffic, in addition to providing an immediate response capability. A coastal patrol vessel is also required to upgrade the current fleet in order to monitor coastal vessel traffic in the South Florida region. This vessel would be equipped with the USCG's "Hawkeye" tracking system and thus enhance the MPU's border security mission. (DPS Objective 4.5)
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- **Project:** **Anti-Terrorism Electronic Surveillance**
 - **Cost:** **\$898,300.00**
 - **Description:** The Miami-Dade Police Department's Technical Operations Unit consists of seven investigative technical needs of the Miami-Dade Police Department, but on a routine basis assist other municipal, state, and federal agencies by applying technical assistance and utilizing available tools during criminal investigations. The assistance provided by this unit includes, amongst other services, routine surveillance; court authorized surreptitious entries; the covert installation of microphones and cameras that enhance the capabilities to covertly collect audio and video evidence; installation of vehicle tracking devices; neutralization of locks, safes, and alarm systems; wire-tap intercepts; counter-measures and the

enhancement of video and audio evidence. Through the acquisition of the listed electronic equipment the Miami-Dade Police Department will enhance its capabilities to detect and prevent terrorist threats and events. With new state-of-art tools available, the Technical Operations Unit's will have the means to provide the necessary technical assistance to all law enforcement agencies within Miami-Dade County to ensure the highest level of investigative and intelligence gathering protocols culminating in a thorough and consistent investigation of potential terrorist elements. The technology being sought will allow for safe and undetected collection of audio and video evidence that will detect, deter, and foil terrorist acts, as well as, enable the identification, apprehension and subsequent prosecution of targets involved in domestic and international terrorism and other crimes routinely utilized to finance and support terrorist acts. **(DPS Objective 4.5)**

- **Project:** **Tactical Support Component of the County-Wide Anti-Terrorism Response**
- **Cost:** **\$559,500.00**
Description: The Miami-Dade Police Department's (MDPD) Special Response Team (SRT) is designated as a Tier-1 Responder for Miami-Dade County Office of Emergency Management's (OEM) Terrorism Response Plan. In this capacity, SRT plays an integral role as the County's primary tactical response unit for terrorist incidents involving chemical, biological, radiological, nuclear, or explosive (CBRNE) weapons of mass destruction (WMD). SRT responds in conjunction with the MDPD Bomb Squad and Miami-Dade Fire-Rescue Department (MDFRD) to mitigate any active threats during these situations. Specifically, SRT provides security for these units and provides tactical entry capabilities in the event that terrorists are actively shooting or barricading themselves with hostages. With a population approximating 2.5 million people spread out over 1,944 square miles, Miami-Dade County is comprised of 35 municipalities. The requested equipment will provide the necessary tools and technology to respond to acts of terrorism or WMD situations when conventional, biological or chemical weapons are utilized. **(DPS Objective 1.1)**
- **Project:** **Operation Safe Port & Support Equipment**
- **Cost:** **\$1,350,000.00**
Description: The Miami-Dade Police Department's Underwater Recovery Unit conducts periodic underwater searches of cruise ships, which enter the Port of Miami. These searches, as part of Operation Safe Port, are conducted in order to deter any terrorist related acts to this vital aspect of the local area and its economy. This operation more importantly proactively protects the citizens and personnel aboard the ships and those working on the port. In order to properly, effectively, and more importantly safely perform these searches, the MDPD requires the funding in order to organize multiple dive teams and their advanced equipment. This funding will be utilized to search cruise ship hulls for any possible weapons of mass destruction, while also assisting the cruise ships through removing and/or identifying any unusual debris. Each operation has an approximate cost of \$6,500.00. An operation normally

consists of the securing of 1 to 2 ships (Depending on size) and the respective search of each hull. A normal dive team can range from 12 to 30 personnel plus a team of 4 personnel to secure each ships engine room and command deck. Previous operations have not only included MDPD personnel but personnel from surrounding jurisdictions such as the City of Miami, Coral Gables, North Miami, and even the Immigration and Customs Department. The size and extent of a given operation is mainly dependant on the amount and size of ships within the Port on any given day. Costs related to a given operation can increase or decrease depending on these main factors. **(DPS Objective 4.5)**

- **Project:** **Cyber Security Proposal**
- **Cost:** **\$528,385.00**
- **Description:** In the face of increasing threats to the security of our computerized data, the MDPD must implement policies and procedures designed to protect our data communications systems. The Department intends to provide the best protection possible through a system of firewalls and Virtual Private Networks designed to prevent intrusion and denial of service attacks, With the appropriate hardware and software, the department will ensure the continued protection of the various connections to the Florida Crime Information Center, the National Crime Information Center, and Miami-Dade County's own Criminal Justice Information System. Successful implementation of the new security system will provide protection for the recently implemented e-Police system designed to assist the patrol officer on the street by providing criminal justice information critical to the continued protection of life and property throughout the entire Miami-Dade County community. Total Cost for this project is \$528,385 with a recurring yearly cost of \$70,000 after the first year. **(DPS Objective 4.5)**
- **Project:** **Metropolitan Interagency Homeland Training Facility**
- **Coat:** **\$35,000,000.00**
- **Description:** Construction of a multi-agency training facility dedicated to practical exercises, developing tactics to reduce vulnerabilities, homeland security and terrorism education, and preparing emergency first responders in South Florida.

This initiative will centralize training initiatives among all emergency personnel and first responders within the region and provide a dedicated venue for matters related to homeland security. Collaborative efforts and training are essential for preparing or responding to homeland security. This project will provide a sole setting for training local, county, state, and federal emergency response personnel in all matters germane to homeland security and disaster response; e.g., incident command, tactical response, vulnerability assessment, intelligence gathering and analysis, and simulation exercises. **(DPS Objective 1.1)**

- **Project:** **Records Imaging**
- **Cost:** **\$2,200,000.00**
- Description:** The Miami-Dade Police Department's Central Records Bureau is the repository of hundreds of thousands of official law enforcement records a year. Nearly all of the records are manually generated and require numerous personnel hours of processing when being stored or retrieved. This inefficient and antiquated method of processing documents hinders public requests for documents and the overall information gathering process that is the foundation to developing quality intelligence.

Central Records Imaging Project will enhance law enforcement's ability to store, manage, retrieve official records, and provide timely information. **(DPS Objective 4.5)**

Public Works Department

- **Project:** **Assessment of Bridges for Structural Damage Blast Effect**
- **Cost:** **\$650,000.00**
- Description:** By undertaking this project an engineering consultant will be employed to determine the vulnerability of the Venetian Causeway, Rickenbacker Causeway and five bascule bridges over the Miami River from an explosion. The consultant will be required to recommend what structural and non-structural improvements can be implemented to reduce the blast risk to the facility. When designing a bridge, only live (traffic and wind) and dead weight of the structure design loads are considered, calculations to determine what blast force these structures may withstand are not undertaken. Also, the quantity of explosive that is required to cause substantial damage needs to be known. Should an event occur that would decommission a bridge, access to the City of Miami Central Business District or Miami Beach and/or the Village of Key Biscayne would be restricted or no longer exist resulting in extraordinary efforts to restore the pre-existing level of service. **(DPS Objective 4.1)**

Port of Miami

- **Project:** **Integrated Safety and Security Systems at Port of Miami**
- **Cost:** **\$5,000,000.00**
- Description:** This project advances Florida's Domestic Security Strategy Goal # 1, Prevent, preempt, and deter acts of terrorism by integrating the safety systems with the security (access control, door alarm and CCTV) systems so that the security systems are not vulnerable to compromise during an emergency. Safety systems will be upgraded and integrated with security systems to provide for full access control and monitoring during a fire or other emergency. This is a phased project, with the phase 1 pilot to include \$1,095,000 for integration of security and fire alarm systems for Cruise Terminals D and E currently under construction. **(DPS Objective 4.1)**

- **Project:** **Interoperable Port Wireless Network for Prevention and Response**

- **Cost:** **\$1,560,086.00**

Description: Project will allow 24/7 background checks and ID verification in all restricted areas and a secondary gate in high traffic container yard and will support laptops, Pads, printers and DVR. It will include a secure, IP addressable, standards-based network foundation with both upgrade ability and interoperability between the Port, MDPD and other local, state and federal agencies and will integrate with a future county-wide network to provide backup, and ensure compatibility with DHS - SAFECOM plan for interoperable wireless technology. Project will provide high-speed, secure, restricted, scalable, managed wireless access for mobile computing. Project supports the Florida Domestic Security Strategy goal # 1 to prevent, preempt and deter acts of terrorism, particularly through objectives 1.6 and 1.8 by making it possible for security personnel to access security system information anywhere on the Port and at any access point and allowing security personnel to communicate with each other. **(DPS Objective 4.1)**

- **Project:** **Provision Screening Equipment**

- **Cost:** **\$6,000,000.00**

Description: Project will provide Port security with a cost-effective, expedited means to screen provisions to be loaded onto a cruise vessel at 2 fixed inspection sites plus 2 mobile units to screen other vehicles accessing the cruise or cargo restricted areas. Mobile units could also be deployed, on an as-needed basis to screen sealed containers imported through the Port, prior to releasing those containers into the US. Purchased equipment would screen the contents of a truck or container without requiring removal of the contents. Purchased equipment would conform to TSA/ODP standards (once those standards are established). First generation screeners have proven effective in deterring criminal elements from using the Port to export stolen cars. Higher resolution, stationary and portable screeners will provide the flexibility to screen cruise provisions as well as cargo being imported into the US. This primarily provides protection for the 5000+ passengers and crew on a cruise ship sailing from the Cruise Capital of the World, and the nearby central business district. By providing as-needed screening of imported containers, this project also provides protection for eastern-seaboard destinations of any cargo imported through the Port.

This project addresses Florida Domestic Security Strategy Goal # 1 (Prevent, preempt and deter acts of terrorism), Objective 1.4 (Acquire and maintain threat detection and surveillance equipment for key interdiction and inspection points) as well as Miami-Dade Domestic Preparedness Strategy Goal 2, Objective 2.1 (Equip first responders to prevent the most probable WMD threats to the urban area by the end of 2005) by providing for regular, cost-effective and efficient screening of all provisions before they are loaded onto the cruise vessels. **(DPS Objective 4.1)**

- **Project:** **Screening Equipment For Cargo Containers**
- **Cost:** **\$7,000,000.00**
- **Description:** This is a phased MITIGATION project which addresses Florida Domestic Security Strategy Goal # 1 (Prevent, preempt and deter acts of terrorism), Objective 1.4 (Acquire and maintain threat detection and surveillance equipment for key interdiction and inspection points) as well as Miami-Dade Domestic Preparedness Strategy Goal 4, Objective 4.1 (By December, 2005 reduce the vulnerability of the top 100 critical facilities in Miami-Dade) by providing for regular, cost-effective and efficient screening of sealed cargo containers entering the Port of Miami by land. Gamma Ray Screeners will be mounted in the entry gate lanes and monitored from remote sites to allow security staff to screen for unauthorized material in the container and to verify that the contents are consistent with the manifest information. Phase 1 would include the purchase and installation of 3 screening devices at an estimated cost of \$750,000 each. **(DPS Objective 4.1)**

Miami Dade Water and Sewer

- **Project:** **Water and Sewer Utility Security Needs**
- **Cost:** **\$101,750,000.00**
- **Description:** The Miami-Dade Water and Sewer Department is a public utility responsible for providing clean and safe drinking water to the 3 million plus residents of Miami-Dade County. In recent years, the Department has conducted security assessments in our efforts to enhance security to our water systems. These assessments have found areas of vulnerability, which could lead to a breakdown in security. To this end, we are proposing enhancing some elements of our security protocols. **(DPS Objective 4.1)**

VI. Homeland Legislative and Security Initiatives

- **Airport EDS Baggage Integration**
SUPPORT approval of the Memorandum of Agreement (MOA) and a Letter of Intent (LOI) between MDAD and the Transportation Security Administration (TSA) for terminal modifications required integrating explosive detection systems (EDS) in-line with MIA's baggage sorting systems. The Total amount of the requested LOI is approximately \$211.2 million: \$51,699,600 for Central Terminal and \$159,486,161 for the North and South Terminals. Congress has directed TSA to move all EDS in-line with airport baggage sorting systems but MIA has not yet received and federal funding for EDS installation. The MDAD needs assurances in the form of a MOA or LOI to ensure that the federal government pays its 75% share for the installation of EDS in-line with baggage systems.
- **Seaport Security**
SUPPORT increased funding of seaport security grants and programs associated with "Maritime Transportation Security Act of 2002" and implementation of the security related costs of the Port's capital improvement projects.

- **Homeland Security Regional Complex**

SUPPORT efforts to secure the placement of a regional DHS facility in Miami-Dade County. Our community is a credible target for terrorist activities and placing a regional office in Miami-Dade County will greatly augment the significant investment already made by DHS and ensure Florida's largest metropolitan area has the mobilization and deployment resources available to coordinate with federal and state officials in the event of a terrorist attack or other crisis.

- **Homestead Air Reserve Base Redevelopment**

SUPPORT and MONITOR the economic development conveyance and secure funding for the actual conveyance and the necessary infrastructure including remediation. SUPPORT \$1million funding request to replace and upgrade infrastructure that no longer meets regulatory requirements and continues to deteriorate due to lack of maintenance funding and neglect that occurred over the past decade while the fate of the Base and surplus property was in question.

- **Southcom and Homestead**

PROMOTE the retention of Homestead Air Reserve Base (HARB) and the US Southern Command (SOUTHCOM) in anticipation of the next Base Realignment and Closure (BRAC) process. SUPPORT local, state, and federal efforts to make permanent the setting of the US Southern Command in Miami-Dade County. COORDINATE with the Department of Defense and Department of Homeland Security to accommodate further interagency functions at Homestead Air Force Reserve Base. The recent relocation of the Special Operations Command South (SOC SOUTH) serves as a model for future government agencies in Homestead as forces around the world are reduced or relocated.

- **TSA and Customs and Border Protection Staffing at MIA**

ADVOCATE for adequate Transportation Security Administration (TSA) and Customs and Border Protection (CBP) staffing levels at security checkpoints, baggage screening operations and federal inspection stations at MIA to ensure that neither processing times nor security are compromised.

- **Grants, Reimbursements, and General Funding**

SUPPORT efforts to reimburse MIA for additional homeland security costs incurred when terror threat level is elevated from Elevated to High. SUPPORT efforts to secure grants for alternative fuels and equipment, security technology, environmental remediation and utility infrastructure. SUPPORT the full funding of the Airport Improvement Program (AIP) and other Federal Aviation Administration (FAA) programs.

- **High Threat Urban Area Program**

SUPPORT increases of federal Homeland Security funds for areas where the threat of a terrorist attack is greatest such as, Miami-Dade County. In FY03 under the High Threat Urban Area Program, the program was funded at \$800 million. Miami-Dade County is one of twenty-one cities and contiguous counties that have been designated under the Urban Area Security Initiative, commonly referred to as the High Threat Urban Area Program. SUPPORT the Pre-Disaster Mitigation Program reauthorization Act of 2003 that will provide for faster and smarter funding for first responders at the County level as well as direct Homeland Security Funds directly to Miami-Dade County.

For more information on Miami-Dade County's homeland security efforts, please visit www.miamidade.gov/homeland.

VII. NEXT STEPS

Miami-Dade County will continue to focus on homeland security as a priority area with funding allocations for preparation, response, recovery and mitigation efforts. Now that the County's priorities have been identified and initiatives proposed, another level of collaboration will create real solutions. This will be the government, the private sector, civic organizations, first responders and citizens working together.

Miami-Dade County is a unique place, with unique needs and issues. Short-term disruptions to the County's critical operations can produce significant downstream economic effects (e.g., price changes, lost contracts, lost financing, and losses in insurability). The County will continue to use resources such as, state and local law enforcement and private sector security entities as valuable sources of localized threat information. As a commitment to the promise of delivering excellence, the County will continuously revisit and adjust strategic plans to improve upon the way it works, resulting in even better service to the community.

APPENDICES

A.

Domestic Preparedness Security Project Log

Miami-Dade County Departments

Organization	Title of Project	Total Cost
Miami-Dade Fire Rescue	Communications Enhancement	\$4,000,000.00
Miami-Dade Fire Rescue	Emergency Medical Services Automated Data Collection	\$350,000.00
Miami-Dade Fire Rescue	Geographic Information System Software Program Acquisition	\$200,000.00
Miami-Dade Fire Rescue	Hazardous Materials Mobile Response Unit	\$2,482,480.00
Miami-Dade Fire Rescue	Interagency Communications Equipment Acquisition	\$260,800.00
Miami-Dade Fire Rescue	Interoperability & Compatibility 911 Redundancy Equip. and Microwave Component	\$4,800,000.00
Miami-Dade Fire Rescue	Marine Services Fire Rescue Vessel and Enhancement Equipment	\$3,500,000.00
Miami-Dade Fire Rescue	Mobile Command	\$600,000.00
Miami-Dade Fire Rescue	Partnership for Disaster Education	\$1,500,000.00
Miami-Dade Fire Rescue	Technical Rescue Enhancement for Disaster Preparedness	\$45,220.00
Miami-Dade OEM	Community Awareness and Education through the Web	\$90,000.00
Miami-Dade OEM	Develop and Construct CERT City	\$3,000,000.00
Miami-Dade OEM	Guide to Personal "Do it Yourself" Mitigation Projects	\$60,000.00
Miami-Dade Police	Command and Control Center	\$1,500,000.00
Miami-Dade Police	Terrorism Disaster Relief & Response Trailers	\$150,000.00
Miami-Dade Police	Interoperable Communications Center	\$85,000,000.00
Miami-Dade Police	Metropolitan Interagency Homeland Training Facility	\$35,000,000.00
Miami-Dade Police	Records Imaging	\$2,200,000.00
Miami-Dade Police (Aviation Unit)	SE Florida Regional Surveillance Project	\$1,900,000.00
Miami-Dade Police (Communications Bureau)	Unification of Interoperable Communication Response	\$3,640,000.00
Miami-Dade Police (ECB Auto Theft Task Force)	Port Initiative	\$2,600,000.00
Miami-Dade Police (ECB Auto Theft Task Force)	X-ray/Gamma Ray Mobile Scanner	\$800,000.00
Miami-Dade Police (ICB Major Fraud Unit)	Identify Theft Awareness and Prevention	\$150,000.00
Miami-Dade Police (Info Sys Support Bureau)	Cyber Security Proposal	\$528,385.00
Miami-Dade Police (Marine Patrol)	County-Wide Ports, Coastal and Maritime Patrol Initiative	\$480,000.00
Miami-Dade Police (SRT)	Tactical Support Component of the County-Wide Anti-Terrorism Response	\$559,500.00
Miami-Dade Police (SSIB Tech Ops Unit)	Anti-Terrorism Electronic Surveillance	\$898,300.00
Miami-Dade Police (Training Bureau)	Direct Link Secure Communications	\$30,000.00
Miami-Dade Police (Training Bureau)	HAZMAT Response Training For Law Enforcement	\$324,346.00
Miami-Dade Police (Training Bureau)	Non-lethal Options - Chemical/Biological Incidents	\$210,965.00
Miami-Dade Police (Training Bureau)	Protective Apparel Awareness Training For Law Enforcement Officers	\$300,375.00
Miami-Dade Police (Training Bureau)	Terrorism Response Training Facility	\$384,739.00
Miami-Dade Police (Underwater Recovery Unit)	Operation Safe Port	\$900,000.00
Miami-Dade Police (Underwater Recovery Unit)	Remote Operated Vehicle Response System	\$100,000.00
Miami-Dade Police (Underwater Recovery Unit)	Self Contained Response Vehicle	\$350,000.00
Miami-Dade Public Works	Assmnt. (Bridge 7) (Rickenbacker Causeway) Structural Damage Blast Effect	\$650,000.00
Miami-Dade Seaport	Integrated Safety-Security Systems	\$5,000,000.00
Miami-Dade Seaport	Interoperable Port Wireless Network for Prevention and Response	\$1,560,086.00
Miami-Dade Seaport	Provision Screening Equipment	\$6,000,000.00
Miami-Dade Seaport	Screening Equipment for Cargo Containers	\$7,000,000.00
Miami-Dade WASD	Change Treatment Process to Sodium Hypochloride	\$58,000,000.00
Miami-Dade WASD	Construct Hardening for Booster Station for Critical Customers	\$500,000.00
Miami-Dade WASD	Construct Underground Bypasses to process flow at Water Treatment Facilities	\$20,500,000.00
Miami-Dade WASD	Increase Emergency Storage Capacity with ground storage tank	\$1,500,000.00
Miami-Dade WASD	Install HEPA Filters/Stand Pipes for Water Storage Tanks	\$250,000.00
Miami-Dade WASD	Physical Security Risk Reduction Measures at Water Treatment Plants	\$12,200,000.00
Miami-Dade WASD	Purchase Spare High Service Pumps, Motors, and Components	\$1,300,000.00
Miami-Dade WASD	Replace Canal and Bridge Crossing Pipes with Subaqueous Crossings	\$2,500,000.00
Miami-Dade WASD	Shelters for Critical Equipment	\$5,000,000.00
Total		\$280,855,196.00

B. Acronyms

CERT:	Community Emergency Response Team
DPS:	Domestic Preparedness Strategy (Miami-Dade)
EOC:	Emergency Operation Center (Miami-Dade)
FEMA:	Federal Emergency Management Agency
GIS:	Graphic Interface Software
HAZMAT:	Hazardous Material
HLS-CAM:	Homeland Security Comprehensive Assessment Model
IEMC:	Integrated Emergency Management Course
FPL:	Florida Power and Light Company
LMS:	Local Mitigation Strategy
MDC:	Miami-Dade County
MDFR:	Miami-Dade Fire Rescue
MDPD:	Miami-Dade Police Department
MIA:	Miami International Airport
NIMS:	National Incident Management System
OEM:	Office of Emergency Management (Miami-Dade)
RDSTF:	Regional Domestic Security Task Force
SHSGP:	State Homeland Security Grant Program
SRT:	Special Response Team
UASI:	Urban Areas Security Initiative Grant
WMD:	Weapons of Mass Destruction

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